

22 February 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM: Clair E. George
Director, Office of Legislative Liaison

SUBJECT: CIA Mission, Goals and Fundamentals

REFERENCE: DDA Memorandum, 84-0217/3, dated
25 January 1984

1. We found the project exciting and provocative. It is the first time we have analyzed the Agency as a corporate structure, discussed its charter, or taken time to consider how we might improve everything we do. The participants were surprised and stimulated by the range of opinion voiced in every discussion.

2. We endorse the objectives that are expressed in the sample statement of Agency goals. In our own draft, which is attached, we modified the language and included six substantive points:

- use of covert activities as part of the CIA mission;
- emphasis on providing consumers with objective intelligence;
- desirability of anticipating the intelligence needs of policymakers;
- support of the "need to know" principle;
- need for Agency management to recognize superior performance in its employees;
- stress on the requirement that employees accept all responsibilities related to the security of classified information.

3. The exercise will be a success if it results in:


- an explicit statement of the Agency's purpose and goals;

- heightened employee awareness of the mission;
- broad dedication to newly-enunciated standards of excellence and service;
- more meaningful critiques of performance including some sort of evaluation of supervisors by their subordinates.

4. The easiest part of the pursuit of excellence in an organization is the articulation of its goals. The statements of goals of the star corporate performers, though unremarkable in themselves, owe their significance to the fact that they are the credo of the 50 most consistently successful companies in the United States. These statements have stood the test of time and deserve respect and study.

5. A first step toward achievement of these goals should be formation of a small, volunteer task force in each office. The task force would critique the existing office structure and practices, soliciting the views of all office members. Recommendation for change would be taken seriously and implemented to the extent feasible according to a realistic timetable. The attitude of healthy self-criticism implicit in the task force idea should be carefully nurtured so that the process of critical review maintains its momentum and continues down the years. Reviews of offices by outside bodies such as the Inspectorate General should continue as before.

6. With regard to the Office of Legislative Liaison, we have taken a first cut at restating the Office's mission and goals. A copy of the OLL statement is attached.


Clair E. George
Director, Office of Legislative Liaison

Attachments:

- A. CIA Missions, Goals & Fundamentals
- B. OLL Missions, Goals & Fundamentals